ARMY WELL-BEING
TO GROW
TO CONNECT
TO LIVE
TO SERVE

. . . To Grow
. . . To Conne
. . . To Liv
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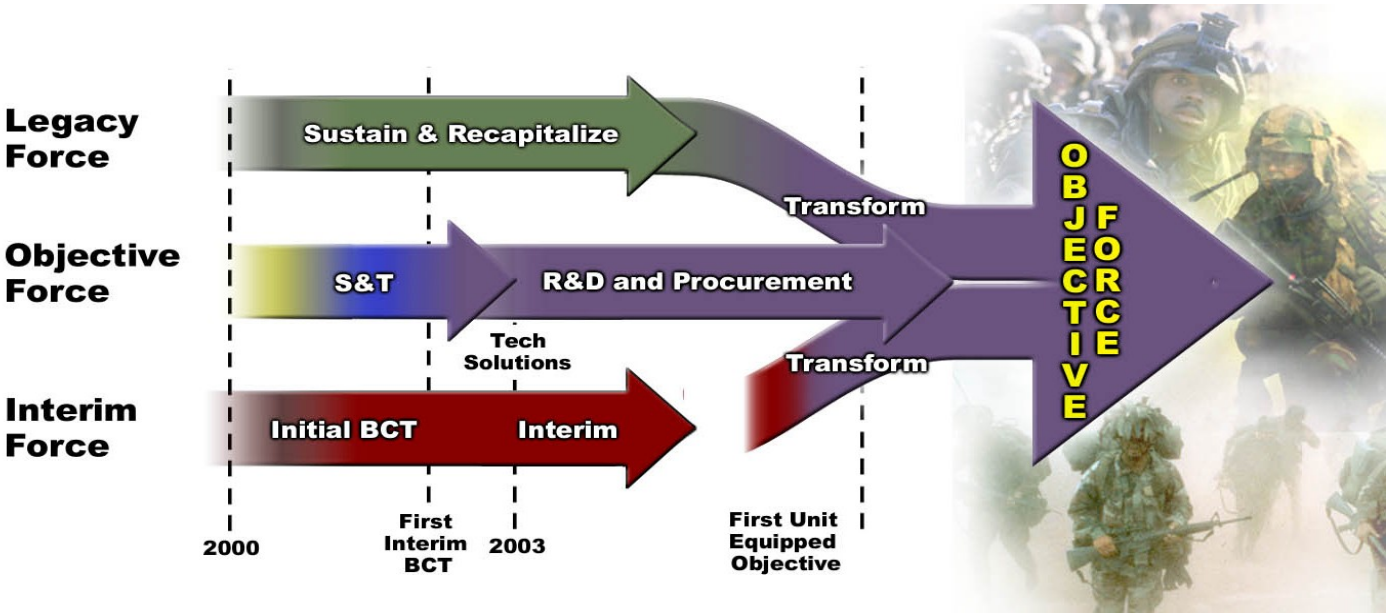
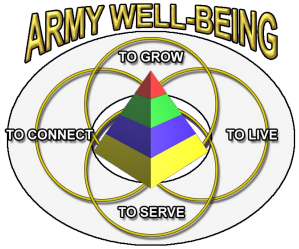
Army Well-Being
The Transformation of the Human Dimension

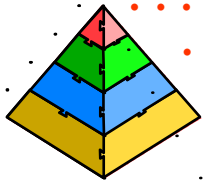


Well-Being Briefing to DACOWITS
16 January 2003

BG Steve Schook
Director, Human Resources Policy
Office of the Deputy Chief of



Agenda



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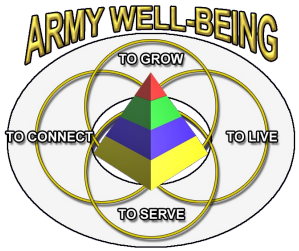
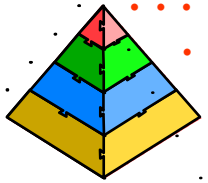
- Background
- Well-Being Resources
- Functional Framework
- Well-Being Lab Sites
- “Take-Aways”
- Well-Being End State



History



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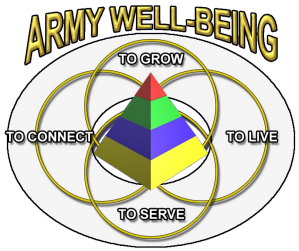
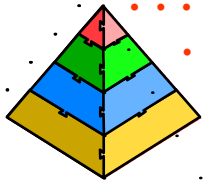
- 1973 Transitioned from a Draft to an all Volunteer Army
- 1980's Change in military culture – Quality of Life Programs stovepipe
- 1984 Year of the Family and the Emergence of AFAP
- 1984 ODCSPER attempts to compile and track resources of programs
- 1987 DCSPER suspension of tracking effort
- 1990 DCSPER testifies to House Appropriations Committee – defining QOL in resource management terms. Conceded pay, allowances, benefits, medical, housing, & other important programs were not included or tracked as components of QOL. As programs have grown in use and popularity, difficulties in providing access or maintaining high standards of operation have been interpreted as an "erosion of benefits" by the Army
- Jan 00 Army War College study – "A Well-Being Framework for the U.S. Army"
- Jan 01 Well-Being Strategic Plan
- Aug 01 Well-Being Campaign Plan
- Jul 02 Well-Being Action Plan



Quality of Life



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Date of QOL inception: Early to mid 80's

"Quality of Life is defined in resource management terms as those programs that directly enhance the quality of life for our soldiers and their families and exist solely for that purpose." 1990 testimony by DCSPER to House Appropriations Committee

What QOL didn't do:

- No metrics to measure output of systems
- No holistic mechanism for budget decisions
- Lack of holistic view
- No R&D for objective force requirements
- Ad-hoc approach in servicing constituents
- Unable to reprioritize/reallocate funding & resources because of program metrics
- There is no single voice for QOL
- No USR for QOL
- Stovepipe funding
- Multiple owners of funding

Well-Being…
Balanced Readiness
Execute the Mission – Take Care of People

. . . To Grow
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. . . There are countless other examples where the demands for the profession and the demands of good parenting collide," he said. "So we have to help. 'Well-Being' allows soldiers to focus on missions, training or operational readiness because we have put into place a system that looks after our families. That looks at the human dimension to readiness. Their sense of well being has a lot to do with their sense of readiness and the educational initiatives that we're all about are key to our soldiers' and their families' sense of well being."
CSA

"The Army's readiness is inextricably linked to the well-being of its people -- soldiers, civilians, retirees, and their families. The most significant investment in the Nation's security is investing in them. We must provide adequate housing, schools, and medical and dental care with a quality and access comparable to society at large. Our support structures must provide soldiers and families the resources to be self-reliant both when the

NOT " Either / Or "……..BOTH

How? Engender Self Reliance …..on the battlefield and at home……

What is Army Well-Being?

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The **personal** -- physical, material, mental, and spiritual -- **state** of **Soldiers, retirees, veterans, civilians**, and their **families** that contributes to their **preparedness to perform and support the Army's mission**

- **Holistic, systems approach utilizing standards, metrics and performance measures**
- **Strategically encompasses the entire Army community**
- **Focused on Readiness…Self-Reliance**
- **Acknowledges the entire breadth of individual aspirations**
- **Oriented on consistent standards…measure effect, not activity**
- **Impacts on Army "intangibles"**

Army Well-Being
Our Constituents

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FAMILIES

VETERANS

U.S. Army RESERVE

SOLDIERS

STILL SERVING U.S. ARMY RETIRED

RETIREES

CIVILIANS

Well-Being Resources

POM 04-09

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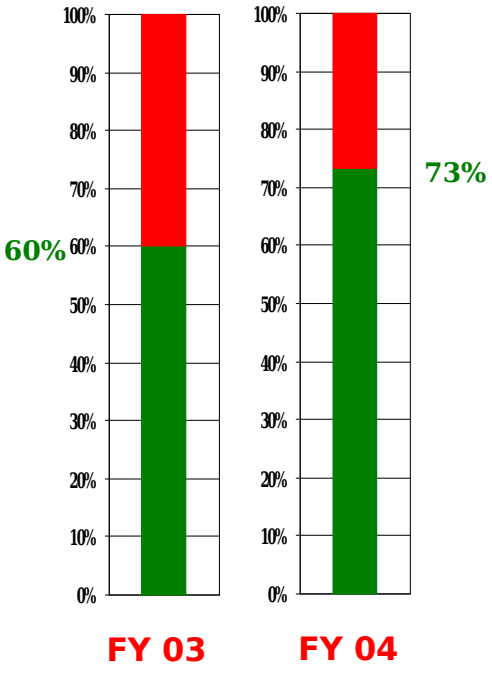
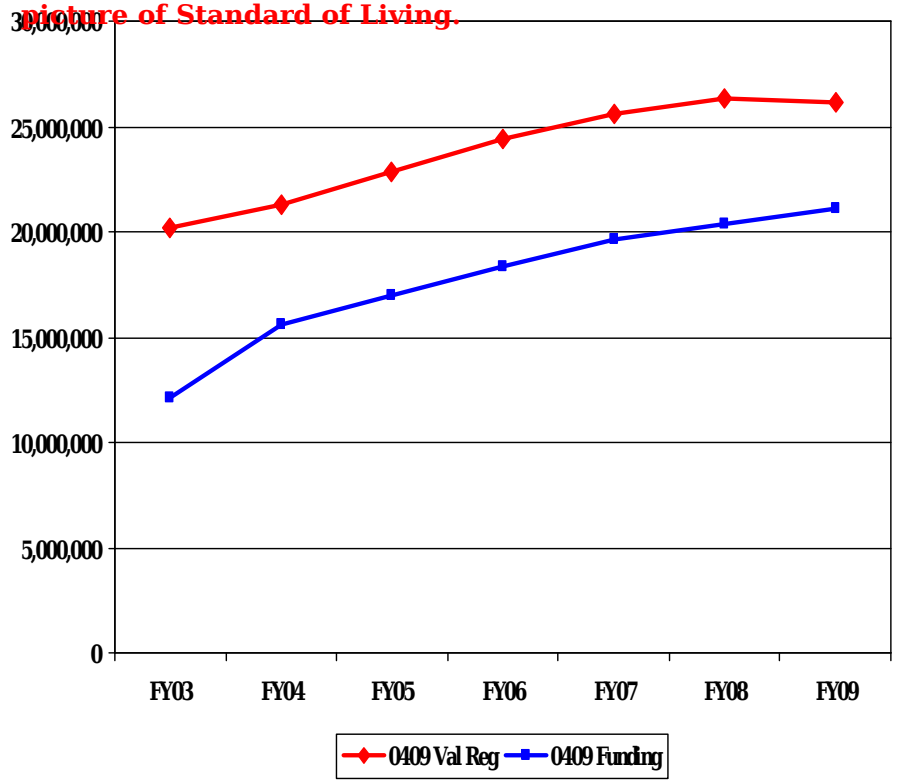
	FY03	FY04	FY05	FY06	FY07	FY08	FY09	POM0409
Validated Reqmnts	20169016	21342410	22852756	24447229	25555830	26358358	26140596	146697179
Funding Level	12129291	15642223	17022807	18373249	19663840	20363935	21081338	112147392
% Funded	60.14%	73.29%	74.49%	75.15%	76.94%	77.26%	80.65%	76.45%
Delta	8039725	5700187	5829949	6073980	5891990	5994423	5059258	34549787

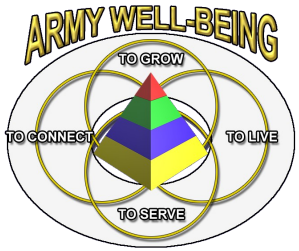
•**This chart does NOT include Military Base Pay. The immensity of Military Base Pay would overshadow the true picture of Standard of Living.**



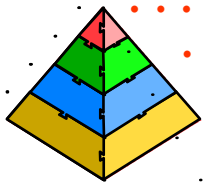


04-09 Funding pays for:

76.4% Well-Being



FY03 Well-Being Architecture



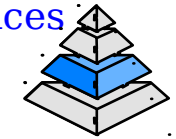
Pay & Compensation
- Military Base Pay
- Allowances
- Retirement Pay
- Incentive and Special Pay
- Civilian Pay
- Other Compensation
- RC Employer Support
- Finance Processing

Health Care
- Preventive Services
- Patient Care
- Dental Services
- Customer Service
- Health Care Infrastructure

Housing
- Family Housing
- Barracks Complexes
- Army Lodging

Continuous Learning
- Soldier Continuing Education
- Civilian Continuing Education

TO LIVE



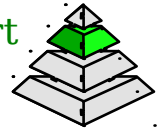
Command Programs
- Safety
- Religious Support
- Human Relations
- Relocation
- Overseas Support
- Risk Reduction
- Legal Services
- Voter Assistance
- Transition/Retirement
- Final Honors
- Army Family Action Plan
- Army Community Services

Workplace Environment
- Workplace Modernization
- Workplace Maintenance

Family Member Education
- DODEA Schools
- School Liaison Services
- Education Transition

Family Programs
- Mobilization & Deployment Support
- Family Adaptation
- Child Development Services
- Youth Services
- Exceptional Family Member Support
- Family Advocacy

TO CONNECT



Religious Programs
- Religious Programs

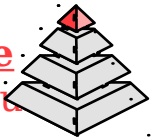
Financial Readiness
- Personal Financial Management
- Financial Training

Educational Assistance
- Family Member Continu Education

Family Member Employment
- Spouse Employment (Public)
- Spouse Employment (Private)

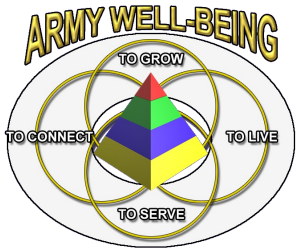
MWR
- Community Recreation
- Sports & Fitness
- Armed Forces Recreation Centers
- Pet Services

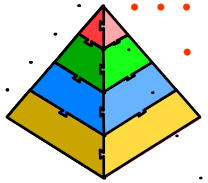
TO GROW



3 Goals
13 Categories
51 Functions

Army Well-Being and the Social Compact





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Army Well-Being Lines of Operation	Total Army WB Functions	WB Functions Supporting the Social Compact
Command Programs	13	7
Pay & Compensation	10	4
Health Care	5	4
Housing & Workplace	5	2
Education	6	5
Family Programs	8	8
MWR	4	3
	51	33

Constituents

Soldiers*
Veterans
Retirees
Civilians
Family Members*

* Social Compact

Modernized Social Compact Functions
(24 total)

- Underwriting Family Support
- Equal Opportunity
- Transition Management
- Commissary Benefits
- Exchange Benefits
- Financial Literacy
- Employer & Family Support for Rese
- World Class Health Care
- Housing
- Jr. Enlisted Housing Assignment Alte
- Collaborations w/Local Education Ag
- DoD Education Activity
- Voluntary Higher Education Opportu
- Child Development Services
- Youth Development Services
- New Parent Support & Family Advoc
- Spouse Employment
- Mobilization, Deployment & Reunion
- Exceptional Family Member Progra
- Fitness
- Recreational Opportunities
- Libraries
- Volunteers/Freedom Corps
- Technology & Connectivity

Embedded in all WB

Well-Being Status Report
Standard Weighting Scheme

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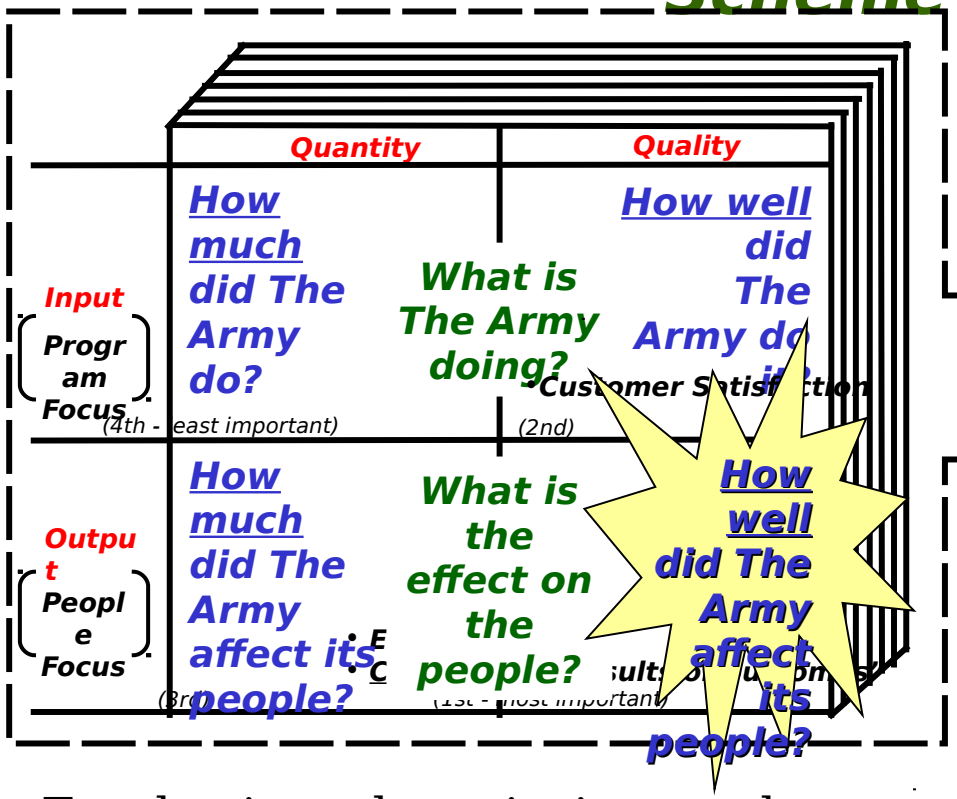
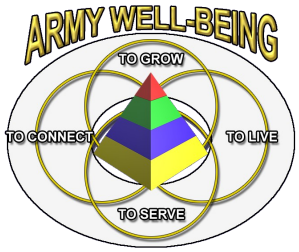
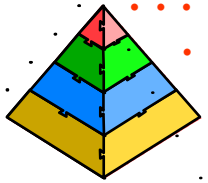


5	20
15	60

- Emphasizes the priority quadrants
- Facilitates consistency in aggregation and drill-down
- Sensitivity analysis / “fit” to the word picture (and W-B philosophy)
- Embedded within Strategic Readiness System



Scoring
City Public Schools



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"Target" = benchmark, standard or goal

Performance Measure	Target	Raw Data	Normed Score	Wt w/in Quad	Quad Score	Std Weight
1. (UL) Student Capacity	100,000	100,000	100		100	5
2. (UR) Curriculum	100%	100%	100	80	99	20
3. (UR) PTA Satisfaction	70%	65%	93	20		
		*(65 / 70) * 100 = 92.85*		*((100 * 80) + (93 * 20)) / 100 = 98.60*		
4. (LL) Graduation Rate	94%	99.8%	100		100	15
5. (LR) Literacy Rate	89%	35%	39		39	60
		*(35 / 89) * 100 = 39.32*				

Function Score R 3

*((100 * 5) + (99 * 20) + (100 * 15) + (39 * 60)) / 100 = 63.20*

Quad score X Std Weight

Illustrative Purposes Only

Well-Being Lab Site Update

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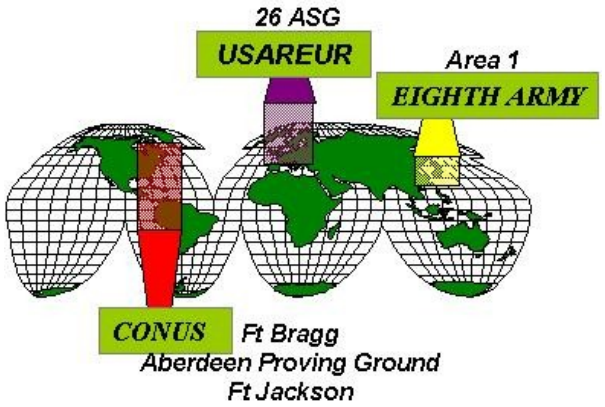

Purpose

•Validate means of effective delivery and receipt of
Well-Being products and services at community level
to all constituent groups

• Develop, deploy, and test a "Well-Being Kit Bag" to
assist community leaders and service providers
institutionalize Well-Being at Lab Sites

-Model W-B leadership/management structure
-Model W-B functions analytical management process
-Comm r all constitue
-Effec back mechanis
-Full-t n-site)
-Best ween Lab Sites

Emerging Requirements

•Develop, deploy, and test W-B point of delivery standards and metrics (SLOS)

•Add NG Lab Site

•Develop Army-wide best practice sharing process (website application)

•Synchronize with IMA

•Transition from Lab Sites to Army-wide implementation (Publications, Installation STRATCOM, Feedback Mechanisms, Site Coordinators, etc)

Army Well-Being….

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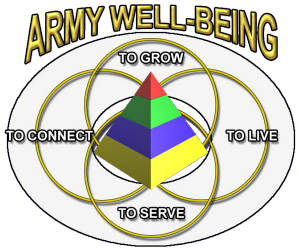
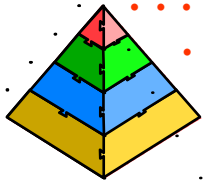
TAKING CARE OF PEOPLE REQUIRES *CULTURAL CHANGE*

1. WB USR = SRS
2. WB Issues = Readiness
3. Assess, Recruit, Train, Retain
4. Resource Process
5. Competitive Lifestyle
6. Where we use Resources
7. Better Business Practices
8. Horizontal Organization of Programs
9. Well-Being Structure



"Take-Aways"



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- **Better Business Practices/TOA**
- **BRAC Equation** – Compare/Compete WB
- **CFSC**
- **Target High Payoff Constituencies**
  - Determine Needs
  - Meet Needs
- **Effectiveness vs Input**
  - Readiness
  - Retain Needs
  - Attract Quality
- **Domestic Violence Task Force**
- **Predictive vs Reactive**

Well-Being End-State

. . . To Grow
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. . . To Liv
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An integrated system of Well-Being initiatives that:

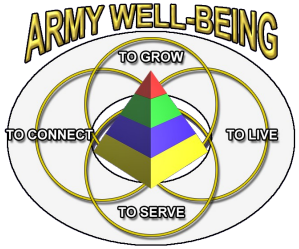
- **recognizes the institutional needs of The Army**
  cannot be met without fostering self-reliance
  and meeting the personal needs and aspirations of its people;

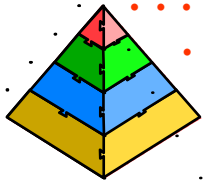
- **is designed and resourced to successfully**
  account for the dynamic nature of The Army's
  operational challenges and America's societal
  changes;

- **maximizes outcomes such as**

Some Specific Means

- ***Create a Cultural Change within The Army***
  - **Synergy of Well Being Programs**
  - **Well-Being Structure**
- ***Improve Army Retention Dynamics***
- ***Meet Objective Force Needs***
- ***Army Competitive Edge in Accessions***
- ***Senior Leaders Holistic Decisions on Well-Being Budget & Programs***





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Back-up Slides

Performance Measure Methodology

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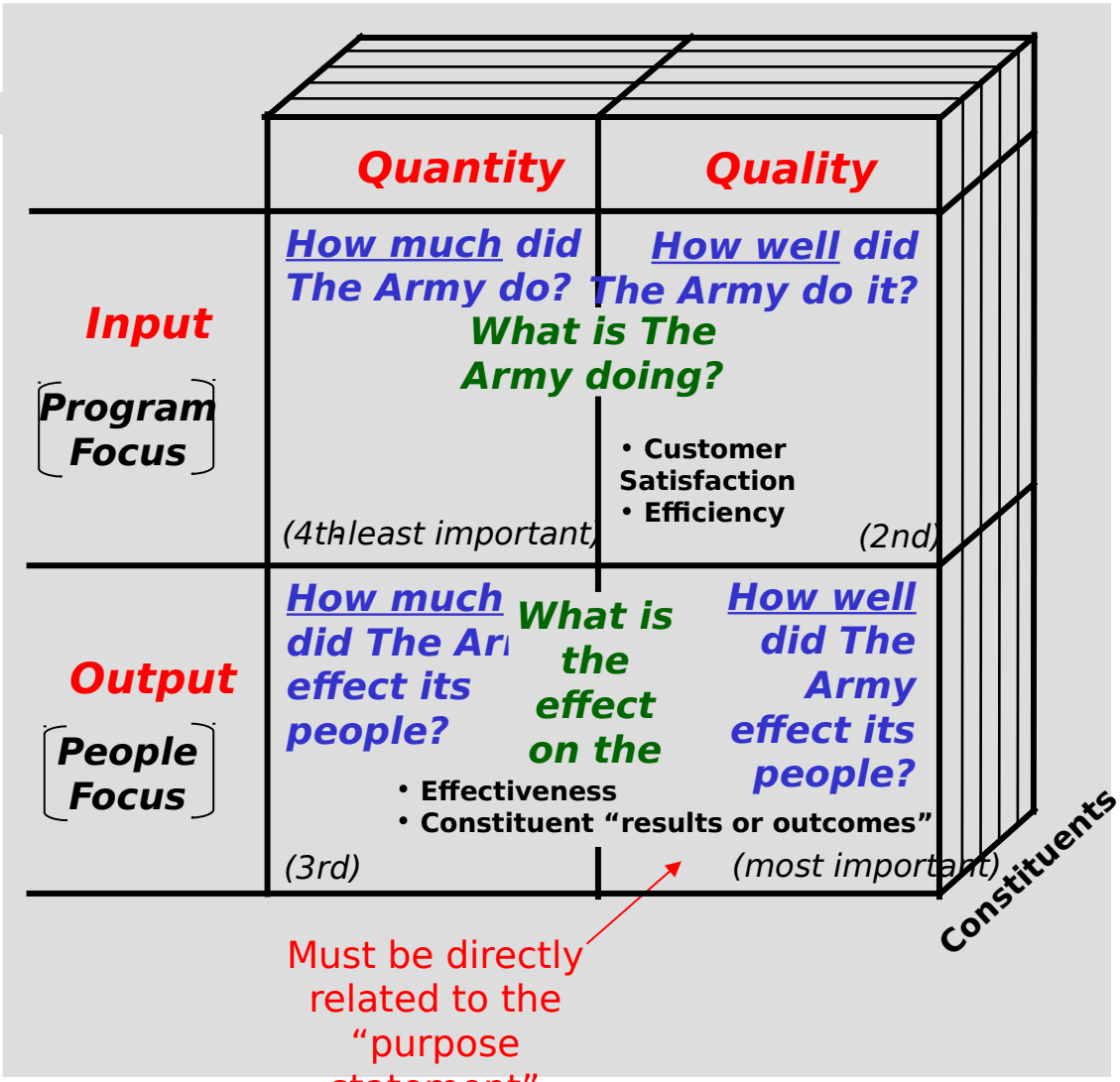
WBSR Outputs:

Status – The current status of a function compared to established standards

Progress – The degree to which the function remains on schedule to achieve its objectives

Perspective – The degree to which the institution and its people agree on the current status of a function

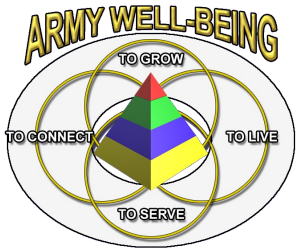
Impact – The impact the function has on current or projected **readiness**



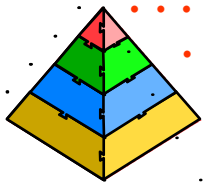
3.5.1 DoDEA Schools
Current Status Performance Measures

Purpose: Provide school-age family members in overseas and selected CONUS locations with quality education consistent with or exceeding National benchmarks. (DoDEA)

	Quantity	Quality
Input	1. What is the number of schools and their capacity?	2. What is the quality of DoDEA school facilities? 3. What percentage of teachers are certified for areas or grade? 4. What is the pupil to teacher ratio? 5. What percentage of DoDEA schools are accredited?
Output	6. What percentage of students enrolled in the 12th grade graduate annually?	7. What is student academic achievement? 8. What percentage of DoDEA high school students participate in co-curricular or extra-curricular



3.5.1 DoDEA Schools Function Score



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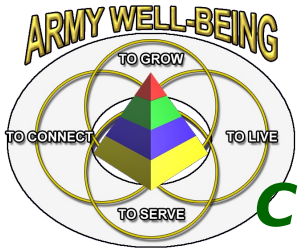
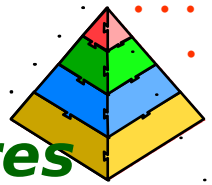
3.5.1 DoDEA Schools (All)								
	Performance Measure	Target	Raw Data	Normed Score	Wt w/in Quad	Quad Score	Std Wt	Function Score
UL	1. Number of schools and their capacity	224	224	100	100	100	5	85
UR	2. Quality of DoDEA school facilties		gap			98	20	
	3. Percentage of teachers certified for area or grade	95%	99.51%	99	50			
	4. Pupil to teacher ratio	18	19.5	96	50			
	5. Percentage of DODEA schools that are accredited	100%	gap					
LL	6. Percentage of 12th grade students that graduate	95%	96.8%	90	100	90	15	
LR	7. Student academic achievement				50	79	60	
	8. Percentage HS students that participate in co- or extra- curricular		gap					



3.5.2 School Liaison Services Current Status Performance Measures



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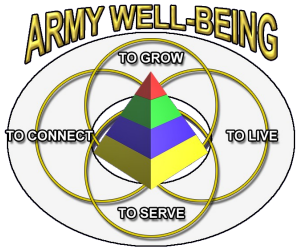
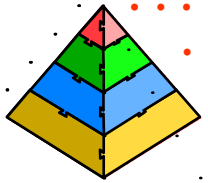
Purpose: Represent the needs and interests of Army families in local community school districts. (CFSC)

	Quantity	Quality
Input	1. What is the percentage of Army regions and garrison locations that has been funcded for a School Liaison Officer (SLO) to provide School Liaison Services?	2. What percentage of the SLOs have attended the MWR Academy SLO Course?
Output	3. What percentage of Army regions and garrison locations have integrated School Liaison Services as an essential component of Army child and Youth Services? 4. What is the percentage of Army regions and	5. How satisfied are parents with <u>access</u> to SLO-provided services? 6. How satisfied are parents with <u>quality</u> of SLO-provided services?



3.5.2 School Liaison Services Function Score



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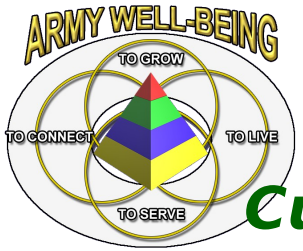
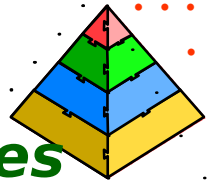
3.5.2 School Liaison Services (Active & Family Members)								
Quad	Performance Measure	Target	Raw Data	Normed Score	Wt w/in Quad	Quad Score	Std Weight	Function Score
UL	1. Pctg regions & garrisions funded for SLO	95%	58%	61	100	61	5	65
UR	2. Pctg SLOs attended MWR SLO Course	95%	82%	86	50	74	20	
	3. Pctg regions & garrisons that have integrated SL services	95%	58%	61	50			
LL	4. Pctg regions & garrisons that have hired SLO	95%	52%	55	100	55	15	
LR	5. Parents' satisfaction w/acccess to SLO-provided services		gap				60	
	6. Parents' satisfaction w/quality of SLO-provided services		gap					



3.6.3 Child Development Services Current Status Performance Measures



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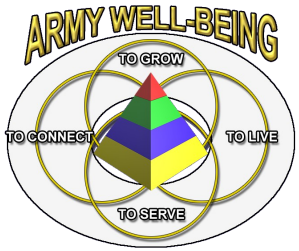
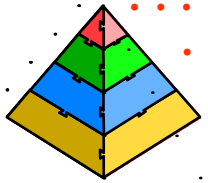
Purpose: Provide a range of affordable, high-quality child care options in a manner that reduces the conflict between soldier parental responsibilities and mission requirements. (CFSC-CYS)

	Quantity	Quality
Input	1. What percentage of the child care construction backlog did the Army satisfy? 2. To what extent are the Family Child Care Army subsidies implemented?	3. What is the percentage of Child Development programs that are nationally accredited? 4. What percent of Army regions / installations have implemented the CYS Sustainment Staff Compensation Initiative?
Output	5. What percentage of childcare demand does the Army satisfy? 6. What is the level of lost duty time doe to non-availability of childcare?	7. What is the level of customer satisfaction with Army childcare program <u>quality</u>? 8. What is the level of customer satisfaction with Army childcare program <u>availability</u>? 9. What is the level of



3.6.3 Child Development Services Function Score



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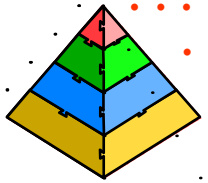
Quad	Performance Measure	Raw Data	Normed Score	Wt w/in Quad	Quad Score	Std Weight	Function Score
UL	1. What percentage of the child care construction backlog did the Army satisfy?	0	0	50	49	5	74
	2. To what extent are the Family Child Care Army subsidies implemented?	98	98	50			
UR	3. What is the percentage of Child Development programs that are nationally accredited?	100	100	20	57	20	
	4. What is the percentage of Child Development programs that are accredited?	41	41	20			
	5. What is the percentage of FCC homes that are nationally accredited?	67	67	20			
	6. What percent of Army Regions/Installations have implemented the CYS Sustainment Staff Compensation initiatives?	Gap					
LL	7. What percentage of childcare demand does the Army satisfy?	65	65	70	65	15	
	8. What is the level of lost duty time due to non-availability of childcare?	Gap					
LR	9. What is the level of customer satisfaction with Army childcare program quality?	9	91	40	84	60	
	10. What is the level of customer satisfaction with Army childcare program availability?	18	82	40			
	11. What is the level of customer satisfaction with Army childcare program affordability?	24	76	20			

GOSC UPDATE



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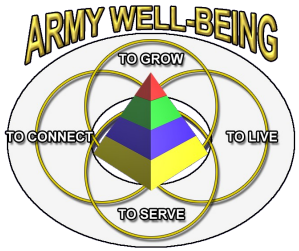
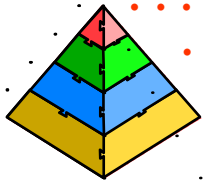
- VCSA Approved
  - Timeline for release of WBAP Vols. I & II
  - WBSR goals 2-4 scoring methodology
  - Plan to institutionalize Well-Being
- Due outs
  - Completion of WB O&O for IMA
  - Goal 5 “Intangibles”
  - Publication of WB GOSC & CoC Charters
  - Development & approval of WB recommendations to 05-09 TGM
  - Incorporation of WB into Army Doctrine
  - Incorporation of WB into Army Policy



Mission Analysis



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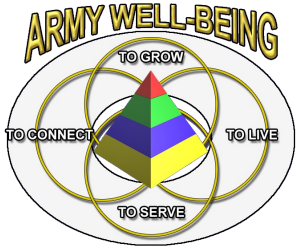
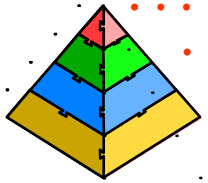
Situation Update

- ATLDP Results Linked to W-B (+)
- World Events – Soldier/Family Support (+)
- Constituent Interest in W-B (+)
- Lack of W-B Division Personnel (-)
- New Mission Analysis Conducted (+)
- R&D for W-B Issues in Objective Force Task Force (-)
- W-B Division Decision (+)
- PPBC Non-Voting Member (+)
- FY02 W-B UFRs (+)
- Holistic Mechanism for W-B Resource Decisions (-)
- USR-like W-B Visibility in the SRS via WBSR (+)
- Full Constituent needs representation in WBAP (-)
- Plan for W-B at AUSA (+)
- FLO Integration (+)
- MG Aadland/BG Schook Synch Meeting (+)

Mission: Identify actions the G-1 must accomplish to institutionalize W-B and create irreversible momentum NLT Sep 03.

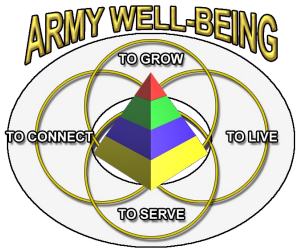


Definitions

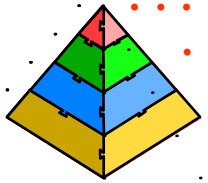


- **Irreversible** – impossible to reverse or be reversed; “irreversible momentum toward transformation”: impossible to reverse or undo; “an irreversible decree.”

- **Institutionalized** – to make into an establishment or organization; lasting feature, fixture.



METL Tasks



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Risk

WELL-BEING END STATE

AXIS INTEGRATE

PROGRAMS

PROCESSES

TOOLS

POLICY

RESOURCE

DOCTRINE

CONSTITUENT KEY LEADER

GARRISON/ COMMUNITY

INSTITUTIONALIZE WELL-BEING

Mission Essential Tasks

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POLICY: Establish DA level policy that implements Army Well-Being NLT Sep 03

(AR 600-20 Change, WB O&O for IMA, DA PAM 600-WB, Single WB EXCOM/GOSC Week)

RESOURCE: Complete actions that enable holistic decision-making across all Well-Being programs and resources NLT Sep 03

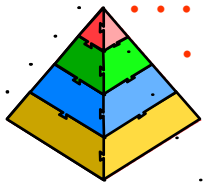
(WB role in PPBES process, G-1 Programming Process, WB in Army Budget Process)

DOCTRINE: Complete Well-Being doctrine and begin update of Army doctrine NLT Sep 03.

(WB Goal 5 “Intangibles”, Initiate Incorporation of WB Doctrine into Army Doctrine)

CONSTITUENT KEY LEADER: Utilize Constituent Key Leaders to institutionalize WB NLT Jun 03. (Constituent Conferences, WB Value-Added Model to OSD)

Well-Being Way Ahead



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